

CEMP/CECW Engineer Regulation 5-1-11	Department of the Army U.S. Army Corps of Engineers Washington, DC 20314-1000	ER 5-1-11 27 February 1998
	Management PROGRAM AND PROJECT MANAGEMENT	
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CEMP/CECW

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, D.C. 20314-1000

ER 5-1-11

Regulation
No. ER 5-1-11

27 February 1998

Management
PROGRAM AND PROJECT MANAGEMENT

1. Purpose. This engineer regulation establishes philosophy, policy, and guidelines for management of all programs and projects assigned to the U.S. Army Corps of Engineers (USACE).
2. Applicability. This regulation applies to all USACE Activities. It takes precedence over all other USACE regulations, circulars, directives, letters, memoranda, and operating procedures with respect to program and project management. Operational guidance that may be issued from time to time must conform to the precepts of this regulation.
3. References.
 - a. AR 11-2, Management Control.
 - b. ER 5-1-10, Corps-wide Areas of Work Responsibility.
 - c. ER 10-1-2, U.S. Army Corps of Engineers Division and District Offices.
 - d. ER 37-1-24, Operating Budgets
 - e. ER 37-2-10, Accounting and Reporting for Civil Works Activities.
 - f. ER 37-345-10, Accounting and Reporting for Military Activities
 - g. ER 1110-1-12, Quality Management.
4. Distribution. Approved for public release, distribution is unlimited.
5. General.
 - a. The Program and Project Management Business Process (PMBP) is the corporate

This regulation supersedes ER 5-7-1 (FR), Project Management, 30 September 1992.

management approach for execution of all USACE programs and projects.

(1) It is the intent of USACE to employ a management system that makes the entire USACE entity a project management oriented organization focused on business processes that are uniform throughout the command. In the past, USACE's management approach to delivering quality projects to its customers revolved around cooperative interactions between function oriented (stovepipe) organizations. More recently, a new system of project management was built around yet another organization (Programs and Project Management Division (PPM)), created for the purpose of integrating the efforts of the functional organizations. Projects were accomplished by having each organizational element manage its resources to produce products that, when combined, became the total project. This concept continued to emphasize traditional stovepipes, allowed for management layers by having project managers (PM) and technical managers with often overlapping responsibilities, did not include certain important mission elements (Operation & Maintenance, General, for example), and did not effectively integrate program management. This approach created management redundancies, accountability questions, and did not always produce horizontally integrated work.

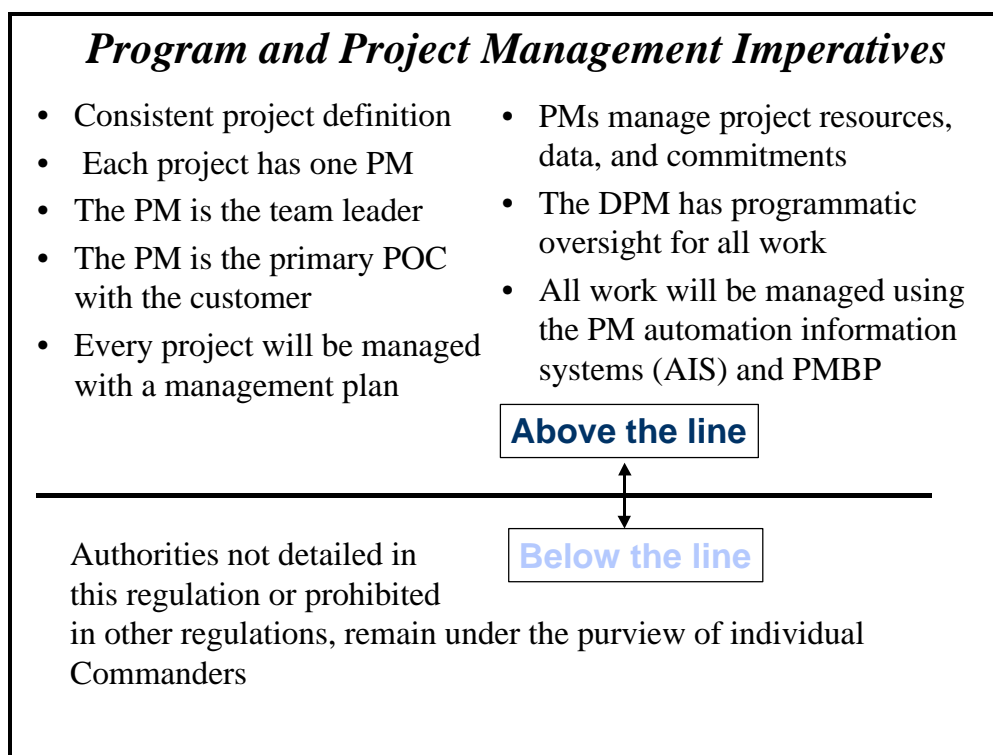
(2) While not mandating a process whereby all the resources are placed under the direct supervision of the PM, this new regulation reflects a paradigm shift to focusing attention on the program/project execution process, rather than the individual organizations. The Program and Project Management Business Process (PMBP) described in this regulation is the process by which all work is accomplished by USACE, without exclusion. The guidance in this regulation emphasizes the importance of project teams and the role of the project manager, whose focus is on the overall process and the members of the team, who are empowered to act on behalf of their functional organizations. It focuses attention on the end results -- execution of projects and programs, and customer satisfaction. This business process also integrates program management by requiring all work in the command to be under corporate oversight, and by centralizing programmatic information to give the Commander ready access to and one location for data, so appropriate corporate decisions can be made and resources managed effectively.

b. The USACE PMBP consists of two major components: the management of individual projects, i.e., project management; and the oversight of collective projects, activities and services derived from assigned missions, i.e., program management. It is the policy of USACE to apply the PMBP as defined herein to all projects. Further, principles of the program management component of the PMBP shall apply to all work.

c. This regulation focuses on USACE divisions and districts; however, the philosophies and requirements of the USACE program and project management business process embodied in this regulation are applicable to all USACE activities (i.e., laboratories, field operating activities

(FOAs), and centers). Each Commander has the responsibility for ensuring his or her organization is aligned to support the PMBP.

d. The representation below prescribes the essential elements of the USACE PMBP. These “above the line” requirements are to be followed across USACE. Authorities not detailed in this regulation or prohibited in other regulations, are considered “below the line” and remain under the purview of individual Commanders.



6. Definitions.

a. Project - is any work (products, services, etc.) intended to produce a specific expected outcome or solution to a customer problem or need. Customer, in this sense, is used in a broad manner and refers to discrete (even localized) entities, organizations internal or external to the Corps and, in some cases, the Nation as a whole.

A project has the following characteristics: (1) Requires the application of one or more of the following professional practice and knowledge areas: planning, engineering, construction, operations and maintenance, real estate, and environmental science. (2) Is performed by the Corps for a customer, either a specific entity or the Nation as a whole. (3) Has a defined scope, schedule, cost and criteria for performance measurement. Accordingly, the term “project” refers

to work in the planning (preauthorization) stage, the engineering and design stage, the construction stage, the operation and maintenance stage or a combination of these. It also refers to certain one-time missions such as emergency response actions, high-visibility regulatory actions, stand alone real estate assignments, etc.

Specific projects will be identified and further defined by the appropriate Corps national program directors (i.e., Directors of Civil Works, Military Programs, Real Estate, or Research and Development), or by the District/Division Commander, if the project is not part of a larger USACE program.

Services comprising recurring activities (e.g., routine regulatory activities, flood plain management services, etc.), are not typically subject to the project management component but are subject to program management oversight.

b. Program - is a group of projects, services or other activities that may be categorized by funding source, customer requirements or other common criteria for which resources are allocated and collectively managed.

A program has the following characteristics: (1) Accomplishes a unified mission or purpose. (2) Utilizes a pool of resources that must be prioritized and corporately managed. (3) Is normally developed and budgeted as an entity, usually as an appropriation account, or appropriation line item, by either the Corps or another agency.

c. Project Management - is the component of the PMBP used by USACE for delivering individual projects to our customers. The project management business process embodies leadership, systematic and coordinated management, teamwork, partnering, effective balancing of competing demands, and primary accountability for the life-cycle (including the warranty period and, often, operation and maintenance) of a project. It reflects the USACE corporate commitment to provide customer service that is seamless, flexible, effective, efficient, and focuses on the customers' expectations, participation, and satisfaction, consistent with law and policy.

d. Program Management - is the component of the PMBP used by all USACE levels to manage a collection of similar projects, activities and services derived from assigned missions. It consists of the development, justification, management, defense and execution of programs within available resources, in accordance with applicable laws, policies, and regulations, and includes accountability and performance measurements. Under program management, the entire district's or division's programs, projects and other commitments are aggregated for oversight and direction by the organization's senior leadership. Program management takes project management to a greater level of interdependencies and broadens the corporate perspectives and responsibilities.

7. Program and Project Management Relationship.

a. Program management and project management are separate and distinct yet integral to one another. Throughout its life cycle, a project typically encounters many changes. Changes in program requirements can affect individual projects within that program; therefore, projects and programs share an interdependent relationship. The requirements defined in the PMBP apply to both program and project management because of this integrated nature.

b. Project management is normally performed at the USACE execution level (i.e., districts, FOAs, and laboratories, etc.). Program management is performed at all levels of the organization, with increased emphasis at levels above the execution level (i.e., MSCs, HQUSACE, etc.). This structure allows each management level to concentrate on issues and concerns of importance to the customer.

8. Organizational Relationships.

a. The strength of USACE is the professionalism, diversity and expertise of its people. It is this strength, demonstrated through a unified team effort, that provides quality in the projects and services the Corps delivers to its customers and to the Nation. Providing quality products is essential to corporate success and is a shared corporate responsibility. PMs and functional chiefs have a shared responsibility for quality of projects. Successful execution of quality projects requires that all functional elements and disciplines work together. The functional roles and responsibilities of division and district elements are provided in ER 10-1-2. Quality procedures, practices and tools are provided in ER 1110-1-12.

b. The District/Division Commander has the ultimate responsibility for each project and his or her district/division program as a whole. The Commander is accountable and responsible for ensuring that the actions and products of his or her staff produce the desired results.

c. The Deputy for Programs and Project Management (DPM) is the District Commander's civilian deputy. The DPM is responsible to the Commander for effective program and project management in the district, and oversees the PMBP. This deputy is responsible for the vertical and horizontal integration of products to produce the projects and manage the program for the district. The DPM is the senior civilian on the district staff who provides leadership to a corporate board comprising senior staff. The DPM provides continuity of corporate leadership in developing and assessing mission and work requirements and in developing corporate programs, plans, goals, and objectives. All work in the district program is assembled under the DPM's oversight so that priority decisions can be made corporately. To assist in reinforcing integrated teamwork, the DPM will provide input to the Commander concerning the performance of the functional chiefs for their contributions to project delivery.

At the division level, the Director of Programs Management provides the integrating assistance to the Division Commander and is the key division staff member for regional program development, justification, defense and execution oversight.

d. The chiefs of technical functions are responsible for developing and maintaining a professional, technically competent workforce; establishing and maintaining the necessary systems, technical processes and environment to produce quality products; providing the technical oversight to assure production of quality products; and serving as principal members of the district corporate board. The functional chiefs are also responsible and accountable for the quality of the organization's technical products, assigning qualified members to the project teams, keeping commitments made in management plans, and for ensuring that their technical processes produce the desired results.

e. The individual PM is assigned by the Commander or DPM and serves as an advisor and consultant to the corporate board and each of its members. The PM is responsible and accountable for successful completion and delivery of assigned projects to customers within established costs, schedules and quality parameters. For assigned projects, the PM is an extension of the Commander, keeping him or her, and the DPM, informed and integrating the individual efforts that make a project successful. The PM provides leadership to a multi-disciplined project team with responsibility for assuring that the project stays focused on the customer's needs and expectations and that all work is integrated and done in accordance with a management plan and approved business processes. The PM assures that the customer's interests are properly represented within USACE and serves as the primary point of contact between the customer and the Corps. The PM keeps the functional chiefs apprised of the customer's expectations and the status of the project's progress, assists in early identification and resolution of problems, and identifies where additional talent and effort may be required to meet the district's commitments established in the management plan. The PM can make district commitments within preassigned constraints as defined in the management plan in coordination with the functional elements.

f. The customer is responsible for providing USACE its project requirements with respect to budget, scope, quality, and schedule as well as any changes to these requirements. The customer is expected to be a part of the project team and to evaluate USACE performance. The customer is the client and as such is the party that must be satisfied with the USACE product, consistent with laws, policies and national priorities.

9. Program and Project Management Business Process (PMBP). The objective of the policies set forth in this regulation is to institute business processes that will enhance service to Corps customers, provide a focal point for interface with customers, place emphasis on completing projects and programs rather than just individual products or phases, and enhance USACE's reputation as the world's premier engineering organization. The changing nature of workloads and customers, and reduced resources demand that USACE employ business processes that will

permit the organization to more effectively leverage available resources across functional and geographic boundaries so that it can continue to produce high quality cost-effective services and products to customers and remain relevant and competitive in the future.

a. Key Elements in the PMBP.

(1) Project Manager - To ensure single point accountability for a project, the overall management and leadership of each project is to be placed in the hands of a single individual-- the Project Manager.

(a) The PM is the primary representative of the Commander for his or her project and is empowered through the DPM. The PM is the leader of the team assembled to execute a project, is responsible and accountable for insuring that the team takes effective, coordinated actions to deliver the completed project, and is the primary interface with the customer and among the functional elements. The PM is responsible for ensuring that the organization speaks with one voice by coordinating all matters relating to the project, and acting as the customer's representative within USACE to ensure requirements are conveyed, understood, and met.

(b) To effectively and efficiently deliver quality projects on time and within budget, the PM manages the project resources. The PM is responsible for facilitating corporate decision-making to ensure the products and services of the team meet the quality, expectations, and cost/schedule commitments made to the customer. All projects must be in compliance with applicable laws, policies, regulations, and customer requirements.

(c) The PM is responsible for optimizing corporate and customer resources and for across-the-board incorporation of lessons learned and success stories on similar initiatives. Technical members will complement this effort by incorporating lessons learned in their areas of responsibilities.

(d) Each project will have a single PM regardless of how many USACE organizations are represented on the team. Generally, this PM will reside at the geographic district. All work performed outside assigned geographical or functional responsibilities must be conducted in accordance with ER 5-1-10.

(2) Teamwork - USACE must act in unison across district and division boundaries to draw on its strengths regardless of geographical location. Project delivery and program execution must appear seamless to the customer. Each USACE level must commit itself to support project priorities and provide the necessary resources and fortitude to meet commitments made to customers. The DPM and his or her supporting staff must foster teamwork to establish universal linkages to facilitate seamless customer service. The PMBP must be flexible to accommodate customer requirements for service.

(a) Project teams shall work in concert to deliver projects that are consistent with customer expectations and corporate needs. The PM will ensure that the direction and efforts of the team are unified, focused, and coordinated.

(b) Each member of the project team must keep his or her respective organizational element/functional chief informed at all times, especially of high priority or sensitive project issues.

(3) Customer Care - The key to customer care is meeting the customer's expectations within the limits of established policy, law, program, and project requirements. The PM is responsible for ensuring that the customer understands the PMBP, that USACE understands the customer's expectations, and that an effective and continuous interface is established and maintained regardless of where the work is being performed. The PM must inform the customer of all financing, contracting, policy, technical, and other project constraints, as well as integrate the customer's views throughout the process. The project team will place the highest priority on communications, service, safety, and customer satisfaction throughout the life of the project. Customer care also means executing assigned missions consistent with the national interest. Some projects may have multiple customers with conflicting requirements which require resolution and tradeoffs. Partnering sessions are effective methods of communications to resolve conflicts among multiple stakeholders, build service commitments, and assure customer satisfaction at critical stages of the project.

d. Business Practices.

(1) It is mandatory that all work activities assigned to the Commander are placed under centralized program management oversight by the DPM and his or her supporting staff. This will provide the Commander with one central location for programmatic information so corporate decisions can be rendered in a timely manner.

(2) A PM will be assigned by the Commander or DPM as soon as a work assignment is made. The PM will generally be assigned to the DPM/PPM organization. The management of a project of limited scope may be performed by an individual located in a functional organization. In this instance, this person is a PM and reports to the DPM concerning PM responsibilities.

(3) A project team will be formed early to identify the resources required to assure that completed projects are technically sound and cost effective. The project team shall consist of the customer(s), the PM, and multi-disciplined representatives from the technical/functional elements necessary to execute the project.

(4) The PM shall document and manage commitments to achieve the customer's expectations by obtaining agreement on project scope and requirements based on an awareness of applicable laws, policies, and regulations; technical soundness; environmental acceptability; safety and health

considerations; and schedule, budget, and resource constraints.

(5) Corporate automation information systems (AIS) for project and financial management shall be used to manage each project and program. Developing, defending and maintaining budgetary data and all other information necessary to manage a project is the responsibility of the PM. Supervision of this process, along with development and maintenance of all program data and oversight of the AIS, is the responsibility of the DPM. The DPM will also supervise the aggregating of program and project data so as to facilitate review and management recommendations by the district/division senior staff, and informed decision-making by the Commander.

(6) Each project shall be managed in accordance with a plan. This management plan must be developed by the PM with the customer and the other team members. The plan will be developed and maintained at a level of detail commensurate with the size and complexity of the project. It is a living, working level document that records the history, documents commitments by USACE and the customer, and depicts the future direction of the project. The management plan is a binding agreement among all elements supporting the project that details how the work will be executed and how resources will be expended. It defines the baseline scope, schedule, resources, including contingencies, and provides a configuration (change) management plan for the project. The schedule and funding levels shall be realistic and reflect overall program and budget constraints and realities. It will consider all project requirements including real estate, planning, design, engineering, construction, environmental, operations, and other types of work whether performed by USACE, customer, or by contract. The customer and the Project Review Board must approve the management plan and all subsequent changes that are beyond the PM's delegated authority.

(7) The controls placed on the management of each project shall be consistent with the risks (sensitivity, complexity, uncertainty, etc.) associated with that project and tailored to meet customer requirements consistent with national priorities and policies. This ensures efficient use of program resources.

(8) All projects will be periodically evaluated by the project team against the baseline requirements (scope, schedule and cost) established in the management plan. The PM has the responsibility to challenge work in progress, identify variances and evaluate alternatives. The project team's focus for meeting project execution goals is to maintain the baseline requirements in the management plan. Controls must be in place to facilitate timely corrective actions to ensure that changes do not exceed performance thresholds or limitations established by laws, policy or regulations. All changes within project resource requirements defined in the management plan will be approved by the PM.

(9) Staff responsibility for establishing and managing a system to track program and project commitments, thus ensuring they are kept, and for managing and approving reprogramming actions for all programs and projects belongs to the DPM. This responsibility includes assuring that all pertinent staff members fully understand and comply with the commitments and that the Commander is presented with information in a timely manner to permit required decision-making regarding these commitments.

(10) Fiscal Stewardship is making prudent financial decisions that consider all influencing factors such as technical issues, cost impacts, customer guidance, and applicable laws and/or regulations. Maintaining fiscal stewardship is a shared team effort. It requires all project team members to be responsive in meeting commitments in a timely manner. These responsibilities include, but are not limited to, maintaining fiscal integrity, receipt and management of customer funds, funds control, liquidation of obligations, labor charges, construction-in-progress (CIP) reporting, project audits and closeouts, transfers to plant-in-service, and timely return of any savings. The PM has the primary responsibility for fiscal integrity and authority to control project funds to ensure they are used appropriately and in accordance with the management plan. The PM, in coordination with appropriate functional elements, is also responsible for taking prompt action to correct problems identified from internal and external evaluations.

(11) The PM shall provide the customer with full disclosure of activities, appropriate access to meetings, explanation of the USACE business process and what is required of the customer. The PM will also provide timely response to inquiries/questions, fiscal and financial information (subject to disclosure rules on budgetary information), support the customer as the project or program proponent, and quality service and products while maintaining the budget and schedule for the project.

(12) The project team shall use appropriate techniques and tools to continuously improve customer service. For example, use of technologies developed by USACE research and development organizations may provide many opportunities to enhance technical processes.

(13) Project/Program Review Board (PRB) meetings shall be held periodically to keep senior management informed of progress, resolve issues and assess performance. PRBs comprise the Commander and his or her designated senior staff members. Customers should participate in PRB meetings as appropriate.

(14) Evaluating project performance produces opportunities to further improve Corps business processes, in terms of execution, productivity, cost effectiveness, streamlined processes, timeliness, quality standards, and customer service. Project experiences, including success stories, should be documented by the PM and the team to share lessons learned throughout the Corps.

10. Process Assessment.

a. Initiatives to improve program performance are encouraged. Guidance contained in this regulation encourages MSC Commanders and Directors to seek opportunities to leverage the total USACE as an organization to provide seamless support to all Corps customers. Information technology and leveraging research and development capabilities allow USACE to organize and deliver its products and services in innovative, cost-efficient ways.

b. Program Management at HQUSACE embodies USACE program and project management business process leadership, resourcing, execution oversight, development of training strategy and programs, equipping and empowering, and evaluations of trends and performance. In the case of the Civil Works Program, leadership and oversight of program development, defense and justification are also HQUSACE program management responsibilities. The Military Programs Directorate has similar responsibilities; however, the responsibility for program development is often shared with customers. HQUSACE continually assesses policies and guidance and periodically reviews MSC implementation of the USACE PMBP to evaluate effectiveness.

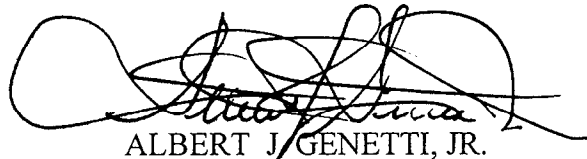
c. The MSCs shall establish and maintain documented procedures to implement this regulation through Program Review Boards and periodic site visits. The Director of Programs Management at MSCs will periodically review their own as well as their executing organizations' implementation of the USACE PMBP to evaluate the effectiveness of their quality assurance, efficiency, and execution.

d. Executing organizations (i.e., districts, FOAs, laboratories, etc.) shall periodically assess their project and program management processes and practices to ensure effective implementation of this regulation.

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11. Management Control Evaluation Checklists. Management controls, like quality controls, are the responsibility of the District Commander. The MSCs should provide oversight and quality assurance for districts. A management control checklist for the program and project management business process is provided in Appendix A. The Programs and Project Management organization in each district is responsible for completing the checklist at Appendix A-1; and the Directorate of Programs Management at the MSC is responsible for completing the checklist at Appendix A-2. No upward reporting is required. If a management weakness requires the awareness of the next higher level of management, it is a material weakness. Material weaknesses discovered are reported through the chain of command. The report must specify corrective actions taken or planned. The highest echelon receiving the report will evaluate the corrective actions, provide assistance, if needed, and track progress. Consult AR 11-2 for help in determining whether a weakness is material.

FOR THE COMMANDER:

A handwritten signature in black ink, appearing to read 'Albert J. Genetti, Jr.', with a large, stylized flourish at the end.

ALBERT J. GENETTI, JR.
Major General, USA
Chief of Staff

1 Appendix
App A- Management Control
Evaluation Checklist:
App A-1- District Checklist
App A-2- MSC Checklist

APPENDIX A
MANAGEMENT CONTROL EVALUATION CHECKLIST

Appendix A-1. District Checklist

FUNCTION. The function covered by this checklist is USACE Program and Project Management.

PURPOSE. The purpose of this checklist is to assist programs and project management organizations in USACE districts in evaluating key management controls in the management of the project management business process. It is not intended to cover all controls.

INSTRUCTIONS. Become thoroughly familiar with the contents of the Program and Project Management ER and read paragraph 11 before completing the checklist. Answers must be based on actual testing of key management controls (e.g., document analysis, observation, sampling, simulation, other). Answers which indicate deficiencies must be explained and corrective actions indicated in supporting documentation. These management controls must be evaluated at least once every two years.

TEST QUESTIONS:

1. General.

(a) Is the “Program and Project Management Business Process” (PMBP) described in this regulation the process by which all work is accomplished by the district?

(b) Is the program and project management business process as defined herein applied to all projects? Are program management principles applied to all work?

(c) Are the district’s organizations aligned to support the program and project management business process?

2. Organizational Relationships.

(a) Is providing quality products a shared corporate responsibility?

(b) Does the Deputy for Programs and Project Management (DPM) oversee the Program and Project Management Business Process?

(c) Is the DPM responsible for the vertical and horizontal integration of products to produce the projects and manage the programs for the district?

(d) Does the DPM provide: leadership to a corporate board? Continuity of corporate leadership in assessing mission and work requirements and in developing corporate programs, plans, goals, and objectives?

(e) Is all work in the district program assembled under the DPM's oversight?

(f) Does the DPM provide input to the Commander concerning the performance of the functional chiefs for their contributions to project delivery?

(g) Is a professional, technically competent workforce developed and maintained by the functional/technical chiefs?

(h) Are functional/technical chiefs establishing and maintaining the necessary systems, technical processes and environment to produce quality products?

(i) Are functional/technical chiefs providing the technical oversight to assure production of quality products?

(j) Do the functional chiefs assign qualified staff members to the project team?

(k) Do the functional chiefs keep commitments made in the management plans?

(l) Is the Project Manager (PM) assigned to work assignments by the Commander or DPM?

(m) Does the PM serve as a consultant to the corporate board?

(n) For assigned projects, does the PM act as an extension of the Commander, keeping him or her and the DPM informed? Does the PM successfully integrate the individual project efforts?

(o) Does the PM provide leadership to a multi-disciplined project team with responsibility for assuring that the project stays focused on the customer's needs and expectations and that all work is done in accordance with a management plan and approved business processes?

(p) Does the PM assure that the customer's interests are properly represented within USACE and serve as the primary point of contact between the customer and the Corps?

(q) Does the PM: keep the functional chiefs apprised of the customers expectations and the status of the project's progress? Assist in early identification and resolution of problems? Identify where additional talent and effort may be required to meet the district's commitments established in the management plan?

(r) Does the PM make district commitments within preassigned constraints as defined in the management plan in coordination with the functional elements?

(s) Does the customer provide USACE its project requirements with respect to budget, scope, quality, and schedule as well as any changes to these requirements?

(t) Is the customer a member of the project team?

(u) Does the customer evaluate USACE performance?

(v) Is the customer satisfied with the USACE product, consistent with laws, policies, and national priorities?

3. The Project Manager's Role in the PMBP.

(a) Is the overall management and leadership of each project in the hands of the Project Manager? Is the PM the primary representative of the Commander for his or her project? Is the PM the primary interface with the customer and the functional/technical elements? Does the PM ensure that the organization speaks with one voice in all project matters? Does the PM act as the customer's representative to ensure requirements are conveyed, understood, and met?

(b) Does the PM manage the project resources? Does the PM facilitate corporate decision making to ensure that the products and services of the team meet the quality, expectations, and cost/schedule commitments made to the customer? Does the PM ensure that projects are in compliance with applicable laws, policies, regulations, and customer requirements?

(c) Does the PM assure that corporate and customer resources are used effectively? Does the PM incorporate lessons learned and success stories on similar initiatives? Do technical members incorporate lessons learned in their areas of responsibilities?

(d) Does each project have only a single PM regardless of how many USACE organizations are on the team? Does this PM reside at the geographic district? Is all work performed outside assigned geographical or functional responsibilities conducted in accordance with ER 5-1-10?

4. Teamwork in the PMBP.

- (a) Does the district draw on USACE strengths for expertise regardless of geographical location?
- (b) Does project delivery and program execution appear seamless to the customer?
- (c) Does each USACE level support project priorities and provide the necessary resources to meet commitments made to customers?
- (d) Does the Programs and Project Management (PPM) organization foster teamwork to establish universal linkages to facilitate seamless customer service?
- (e) Does the PMBP accommodate customer requirements for service?
- (f) Does the project delivery team work in concert to deliver projects that are consistent with customer expectations and corporate needs?
- (g) Does the PM ensure that the direction and efforts of the project team are unified, focused, and coordinated?
- (h) Does each member of the team keep his or her respective organizational element informed at all times, especially of high priority or sensitive project issues?

5. Customer Care in the PMBP.

- (a) Does the PM ensure: that the customer understands the PMBP? That USACE understands the customer's expectations? That an effective and continuous interface is established and maintained regardless of where the work is being performed? The customer is informed of all financing, contracting, policy, technical, and other project constraints? The customer's views are integrated throughout the project delivery process?
- (b) Does the project team place the highest priority on communications, service, safety, and customer satisfaction throughout the life of the project?

6. Business Practices in the PMBP.

- (a) Do all work activities assigned to the Commander come under centralized program management oversight by the DPM and his or her supporting staff?

(b) Is a PM assigned: by the Commander or DPM as soon as a work assignment is made? Generally to the DPM/Programs and Project Management (PPM) organization?

(c) Is the project team formed early to identify the resources required to assure that completed projects are technically sound and cost effective? Does the project team consist of the customer(s), the PM, and multi-disciplined representatives from the technical/functional elements necessary to execute the project?

(d) Does the PM document and manage the commitments to achieve the customer's expectations by obtaining agreement on project scope and requirements based on an awareness of applicable laws, policies, and regulations; technical soundness, environmental acceptability; safety and health considerations; and schedule, budget, and resource constraints?

(e) Are corporate automation information systems (AIS) used for project and financial management of each project and program? Does the PM develop, defend and maintain budgetary data and all other information necessary to manage the project? Does the DPM supervise the development and maintenance of all program and project data and provide oversight of the AIS? Does the DPM supervise the aggregating of program and project data to facilitate review and management recommendations, and informed decision making by the Commander?

(f) Is each project managed in accordance with a plan? Is this management plan developed by the PM with the customer and the other team members? Developed and maintained at a level of detail commensurate with the size and complexity of the project? Does this management plan detail how the work will be executed, and how resources will be expended? Does the plan define the baseline scope, schedule, resources, including contingencies, and provide a configuration (change) management plan for the project? Are the schedule and funding levels realistic and do they reflect overall program and budget constraints and realities? Does the plan consider all project requirements including real estate, planning, design, engineering, construction, environmental, operations, and other types of work whether performed by USACE, customer or by contract? Is the management plan approved by the customer and the Project Review Board? Do the customer and the Project Review Board approve all subsequent changes to the management plan that are beyond the PM's delegated approval authority?

(g) Are the controls placed on the management of each project consistent with the risks (sensitivity, complexity, uncertainty, etc.) associated with that project and tailored to meet customer requirements consistent with national priorities and policies?

(h) Are all projects periodically evaluated by the project team against the baseline requirements (scope, schedule and cost) established in the management plan? Does the PM have the responsibility to challenge work in progress, identify variances and evaluate alternatives? Is the project team's focus for meeting project execution goals to maintain the baseline requirements in the management plan? Are controls in place to facilitate timely corrective actions to ensure that changes do not exceed performance thresholds or limitations established by laws, policy or regulations? Are all changes within project resource requirements in the management plan approved by the PM?

(i) Does the DPM provide staff responsibility for establishing and maintaining the system to track program and project commitments? Does the DPM manage and approve reprogramming actions for all programs and projects? Does the DPM assure that all pertinent staff members fully understand and comply with commitments? Is the Commander presented with information in a timely manner to permit required decision-making regarding these commitments?

(j) Is fiscal stewardship a shared team effort? Are all project team members responsive in meeting commitments in a timely manner? Does the PM have primary responsibility for fiscal integrity and authority to control project funds to ensure that they are appropriately used in accordance with the management plan? Is the PM, in coordination with appropriate functional elements, responsible for taking prompt action to correct problems identified from internal and external evaluations?

(k) Does the PM provide: the customer with full disclosure of activities, appropriate access to meetings, explanation of the USACE business process and what is required of the customer? Timely response to inquiries/questions, and fiscal and financial information? Support to the customer as the project or program proponent? Quality service and products while maintaining the budget and schedule for the project?

(l) Does the project team use appropriate techniques and tools to continuously improve customer service?

(m) Are Project Review Board (PRB) meetings held periodically to keep senior management informed of progress, resolves issues and assess performance?

(n) Are project experiences, including success stories, documented by the PM and the team to share lessons learned throughout the Corps?

7. Process Assessment.

- (a) Are initiatives to improve program performance encouraged?
- (b) Does the executing organizations periodically assess their project and program management processes and practices to ensure effective implementation of this regulation?

[NOTE: Help make this a better tool for evaluating management controls. Submit suggestions for improvement to HQUSACE (CECW-BD/CEMP-MP), Washington, D.C. 20314-1000.]

APPENDIX A
MANAGEMENT CONTROL EVALUATION CHECKLIST

Appendix A-2. MSC Checklist

FUNCTION. The function covered by this checklist is USACE Program and Project Management.

PURPOSE. The purpose of this checklist is to assist Directorates of Programs Management in USACE Major Subordinate Commands (MSC) in evaluating key management controls in the program and project management business process. It is not intended to cover all controls.

INSTRUCTIONS. Become thoroughly familiar with the contents of the Program and Project Management ER and read paragraph 11 before completing the checklist. Answers must be based on actual testing of key management controls (e.g., document analysis, observation, sampling, simulation, other). Answers which indicate deficiencies must be explained and corrective actions indicated in supporting documentation. These management controls must be evaluated at least once every two years.

MSC TEST QUESTIONS:

1. General.

(a) Is the "Program and Project Management Business Process" (PMBP) described in this regulation the process by which all work is accomplished by the MSC?

(b) Are program management principles applied to all work?

(c) Is the MSC's organizations aligned to support the program and project management business process?

2. Organizational Relationships.

(a) Is providing quality products a shared corporate responsibility?

(b) Is the Director of Programs Management (DPM) responsible for the integration of products for the MSC?

3. The Program and Project Management Business Process (PMBP).

- (a) Is the MSC implementing the PMBP as defined in this ER in a manner that will result in high quality cost-effective services and products to our customers?
- (b) Are controls in place to ensure compliance with applicable laws, policies, and regulations?

4. Teamwork in the PMBP.

- (a) Does the MSC act in unison across district and division boundaries to draw on USACE strengths regardless of geographical location?
- (b) Does the MSC ensure that project delivery and program execution appear seamless to the customer?
- (c) Does the MSC support project priorities and provide the necessary resources to meet commitments made to customers?
- (d) Does the DPM organization foster teamwork to establish universal linkages to facilitate seamless customer service?

5. Customer Care in the PMBP.

- (a) Does the PMBP accommodate customer requirements for service?
- (b) Is the Corps meeting the customer's expectations consistent within the limits of established policy and law?
- (c) Are assigned missions executed consistent with the national interest?
- (d) Are partnering sessions encouraged to facilitate communications, build service commitments, and resolve conflicts?

6. Business Practices in the PMBP.

- (a) Do all work activities assigned to the Commander come under centralized program management oversight by the DPM and his or her staff?
- (b) Are corporate automation information systems (AIS) used for project and financial management of each project and program? Does the DPM supervise the process for the development, defense and maintenance of budgetary data and all other related information and

provide oversight of the AIS? Does the DPM supervise the aggregating of program and project data to facilitate review and management recommendations, and informed decision making by the Commander?

(c) Does the DPM's organization ensure that program and project schedules and funding levels are realistic and reflect overall program and budget constraints and realities?

(d) Are the management controls consistent with national priorities and policies?

(e) Are controls in place to facilitate timely corrective actions to ensure that changes do not exceed performance thresholds or limitations established by laws, policy or regulations?

(f) Does the DPM provide staff responsibility for establishing and maintaining the system to track program and project commitments? Does the DPM manage and when appropriate approve reprogramming actions for all programs and projects? Is the Commander presented information in a timely manner to permit required decision-making regarding program commitments?

(g) Is maintaining fiscal stewardship a shared team effort? Are team members responsive in meeting program commitments? Are prompt actions taken to correct problems identified from internal and external evaluations?

(h) Are appropriate techniques and tools used to continuously improve customer service?

(i) Are Program Review Board (PRB) meetings held periodically to keep senior management informed of progress, resolve issues and assess performance?

(j) Are program/project experiences, including success stories, documented to share lessons learned throughout the Corps?

7. Process Assessment.

(a) Are initiatives to improve program performance encouraged?

(b) Does the MSC seek opportunities to leverage the organization to provide seamless support to all customers?

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(c) Does the MSC conduct periodic site visits at their executing organizations (i.e., districts, centers, labs, etc.) to ensure implementation of this ER, assess compliance with the PMBP and to evaluate the effectiveness of their program/project execution and quality assurance procedures?

[NOTE: Help make this a better tool for evaluating management controls. Submit suggestions for improvement to HQUSACE (CECW-BD/CEMP-MP), Washington, D.C. 20314-1000.]